

Development of Local Institutions towards on Participation and Communication Model in the United Kingdom

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Abstract

This research aims is to describe the stakeholder involvement and elaborate the communication models that have been used in this project. The main issue are the institutional participation and communication models towards the community project. There are several issues to deal with the sustainable local institution. First of all, a legal mechanism that can establish rule and law enforcement. Secondly, capacity building that makes the local community can build an equal relationship with other stakeholders such as the local government and buyers. Thirdly is the institutional transparency that supports the information-equality system amongst stakeholders in the community. It can be showed by the stakeholders' communication model. The last one is flexibility and adaptive on cooperative partnership. Using the Qualitative method as the main umbrella of this research, and the research use several methods to gather the data such as ethnography and a participatory approaches; the data was analyzed using qualitative methods. The observation and in-depth interviews were conducted at a selected group in Leeds, United Kingdom whose the case study of the Bardon Grange Allotment Project (BGAP) was initiated by Leeds Student Union (LSU). This organisation was selected because they already implemented the local project and established some local initiative.

Abstrak

Penelitian ini bertujuan untuk mendeskripsikan keterlibatan para pemangku kepentingan dan mengelaborasi model komunikasi yang telah digunakannya. Partisipasi adalah istilah yang sangat populer dan nilai yang berhubungan dengan pengembangan serta implementasi kebijakan pada level lokal, nasional dan internasional. Ada beberapa isu untuk melihat pengembangan komunitas secara lestari dan berkelanjutan. Pertama, sebuah mekanisme kelembagaan yang dapat membuat aturan dan penegakan aturan tersebut. Kedua, peningkatan kapasitas yang membuat masyarakat setempat dapat membangun hubungan yang setara dengan para pemangku kepentingan lain seperti pemerintah daerah dan pembeli. Ketiga adalah transparansi kelembagagan yang mendukung sistem informasi dan kesetaraan antara pemangku kepentingan di masyarakat. Hal ini dapat ditunjukkan dengan melihat model komunikasi para pemangku kepentingan yang digunakan. Isu yang terakhir adalah tingkat fleksibilitas dan adaptif dari komunitas tersebut. Metode kualitatif sebagai metode dalam penelitian ini. Penelitian ini menggunakan metode untuk mengumpulkan data, seperti etnografi dan pendekatan partisipatif. Data dianalisis menggunakan metode kualitatif. Observasi dan wawancara mendalam dilakukan di kelompok masyarakat yang dipilih dan terletak di Leeds, Inggris. Sebagai sebuah studi kasus adalah Proyek Bardon Grange (Bardon Grange Allotment Project), sebuah lembaga yang diprakarsai oleh Leeds Student Union (LSU). Organisasi ini dipilih karena mereka telah mengimplementasikan kerja berbasis lokal dan mereka telah membentuk beberapa inisiatif lokal.

Key words: *institutions, stakeholders, participation and communication models.*

Introduction

Ostrom (1999) claims that institutions have widely definition and various concept are based on behavioural rules, norms and strategies (Ostrom et al. 1999); This can be through formal institutions such as government laws constitution and statutes, and informal institutions such as code of conducts, norms relationships and social expectation (Quinn et al. 2007; Smajgl and Larson 2007). The terms of institutionalism on resources management, scientists argue that local institutions can effectively control, maintain and manage the resources sustain (Agrawal 2001; Behera and Engel 2006; Bischoff 2007; Fudemma et al. 2002). It means that stakeholders can be successful for using and managing their resources if they can meet their institutions with its contexts (Ostrom 2008). Different contexts and cultures can create different institutions because the same rule cannot be implemented in different social context (Agrawal 2001). Therefore, developing of effective local institutions should rely on the local contexts and cultures. A specific institution with precise context is the best way to deal with resources environmental issues.

There are several reasons why the local institutions are required to use resources sustainably. Firstly, government policies are failing because they lack resources such as money and human resources for supporting of their goals money (FAO 2007). Secondly, a local self organisation is more precise and conductive to solve the common resources dilemma and create sustainable natural resources (Agrawal 2001; Ostrom et al. 1999). Thirdly, most of the policies are based on textbook and they do not down to earth so the best one to solve is to understand of the local contexts (Fairhead and Leach 1996). Fourthly, Participation is the paramount issue that has been spread in the world as a solution to re-distribute and re-allocate the resources (McAllister et al. 2007; Nygren 2005). For instance, the formal governments need some loans for supporting their program even failed and then they are trapped in debt (McAllister et al. 2007). On the other hand, many communities who realize their local wisdom and knowledge can maintain the forest resources sustainability (Fairhead and Leach 1996).

On the other contexts, During the 1970s and 1980s, there was an expanding number of NGOs across the globe and the rapidly increasing number reveals an explosion of environmental activists and issues (J. Doyle et al. 2008). For example, the number of Greenpeace members was a dramatic increase from 1.4 million to 6.65 million between 1985 and 1990 (D. Doyle 1991) whilst the Green NGOs are part of new social movements and also the idea of a participation community. They propose and exemplify how the environment can be managed in a sustainable and participatory way.

Participation is a very popular term and a value that relies on the development and implementation of local, national and international policies. It seems that participation of the community or institutions is very important to create sustainability of the environment. It reflects that participation is one important contributor for supporting sustainability, efficiency, and effectiveness of development of rural community. In other words, sustainable agriculture requires participation that can be demanding of actor awareness and capacity building (Lele 1991). And then participation in this essay will be analysed by stakeholder analysis. Besides, improving the local institutions that supports for decentralization and participation of natural resource management is an appropriate way to re-allocate the resources

Besides, improving the local institutions that supports for decentralization and participation of natural resource management is an appropriate way to re-allocate the resources but it cannot guarantee the resources sustainable. It cannot arrange the community behaviour alone and it needs several requirements (Barrett et al. 2005; Nygren 2005). First of all, a legal mechanism that can establish rule and law enforcement. Secondly, capacity building that makes the local community can build an equal relationship with other stakeholders such as the local government and buyers. Thirdly, is the institutional transparency that supports the information-equality system amongst stakeholders in the community and it can be showed by the stakeholders' communication model. The last one is flexibility and adaptive on cooperative partnership.

The goal of this essay, based on the case study of the Bardon Grange Allotment Project (BGAP) that was initiated by Leeds Student Union (LSU) in January 2009, is to understand the stakeholder involvement and elaborate the communication models that have been used in this project. It could be important to understand the stakeholders if we want to explain the community participation that arose on this project. And also it is necessary to measure the model of communication that chosen by stakeholders on their relationship amongst them if we want to know the values and knowledge of these stakeholders as well.

Therefore, this essay will be divided into four parts that attempt to answer the question of who the main actors that lead this project are, and then to what extent the stakeholder can contribute environmental sustainability. Also the question 'how do the stakeholders communicate which can support to sustainability?'. First of all, it will offer introduction to the background of this essay. Secondly, it will explain the method that has been chosen to gather, reduce and analyze the data. Thirdly, it will elaborate and describe the data analysis, and the last part will conclude and suggest what the stakeholder pattern reveals about this project and indicators that can be useful for further research.

Theoretical Framework

According to the community property regime, the perspective has been emerged as an alternative approach on management of the commons. There are some criticisms on the private property regime's view. In terms of individualistic and economic actors, Angus suggests that Hardin's argument started with the unproven argument which is that every herdsman always wants to enlarge their herds, but even if the herdsman wanted to behave like Hardin's assumption, he could not do it unless certain conditions existed (Angus 2008). Also, Angus said that Hardin mistreated the term of self-regulation by the communities involved (Angus 2008). In addition, self-regulation processes such as those that occur in the community can reduce the over use of land (Angus 2008). Besides, all stake holders can create an internal rule which makes clear what, when and how to produce the best crops. By cooperating with each

other, they can manage to provide for the commons (Libecap 2009). It seems that even if people are rational and have an economic perspective, they have to consider their belief and those of others.

In terms of cooperation, Barclay, who conducted an experiment where people played some games and models using resources, argues that cooperation and coalition in reciprocal altruism are integrated in human relations and it can lead to immense benefit and reduce costs (Barclay 2004). In the other words, human behaviour responds appropriately to prevailing conditions in the social and environment. So, herdsman will use commons property in ways that lead either to overuse or sustainability depending on the circumstances. Neither Hardin's conclusions nor management is inevitable (Berkes and International Union for Conservation of Nature and Natural Resources. 1989).

In terms of communication, a community who uses communication effectively can create several conditions such as reaching higher benefits and developing their goals faster than communities which are less good at communication (Bischoff, 2007). It is clear that every people in the community who wants to use the commons property should ask and communicate with each other. For example, in Indonesian society, it is well-known a *Hak Ulayat*. *The Hak Ulayat*, called the customary right, is a statute or local norms that every community member should follow the rule when they want to plant, seed or cultivate anything in some community area. According to this terms (*Hak ulayat*), the land belongs to the local community but every member can utilises as much as following to the community rule (IDLO 2010). As a result, the resources can be managed in sustainable ways and the community can utilise the field as well.

In conclusion, communities and individual as a resources user have characteristic faiths which create people and community more aware to maintain resources with sustainable ways. Besides, collective action can lead to successful managing resources and allocate of resources (Mukhija 2005). On the other hand, we should consider that community rights will be managed properly and it could minimise anarchism on commons. It is clear

that the community can involve in the resources as much as they can manage their institution and this is the base of the community property regime perspective.

Stakeholders mean many actors who are involved in the event or activity and those who have an interest or requirements from it for themselves. The term of stakeholder comes from Habermas, who thought that it could be used to elaborate on the path between communicative rationality, which is people seeking to reach understanding and cooperation to solve their problem, and instrumental rationality on communicative action, which is people reaching the goal by control and changing the reality (Lawson et al. 2007). And then, this term has been expanded by some scientists such as Mitchell (1997) and Fletcher (2003) where they develop, identify and also define who and how to do the SHA (Fletcher 2003; Mitchell 1994).

Moreover, the SHA has been expanding across the world, implemented by business organisations, local, national and international institutions. The SHA has been understood as a process which identifies individuals, group, and organisations who are affected by it or can affect part of events, including nonhuman, non-living entities and future generations (Reed et al. 2009). Reed also suggests that development of natural resources requires understanding the different perspective of the actors involved (Reed et al. 2009).

Therefore, the SHA in this essay can be divided into several indicators (Figure 1) that is adopted from some scientists (Lele 1991; Lillemets 2003). Firstly, inclusivity is believed to be a tool to analyse many groups and actors who are involved in the phenomenon. Secondly, empowerment is a value that can encourage and em-

power marginal actors such as women, children and low-structured society. Thirdly, development of networking has been created to link between internal and external stakeholders of the organisation. The last one is a model of communication which is how the stakeholders communicate with each other and how the flow of information has been used.

Research Method

Qualitative method is the main umbrella of this research which has been used to carry out and also analyse the data (Diagram 1). Qualitative research involves the studied use and collection of a selection of empirical materials such as a case study, personal experiences, observation (Denzin 2000). Moreover, this research will use a case study analysis. The case study analysis is useful for studying human affairs because it is down-to-earth and learns from the empirical (Stake 2006). Because it is a case study, the main concern may be with understanding the case itself, with no interest in the theoretical and generalisation (Gomm et al. 2000). However, this method is able to explain and it can try to do one or both of these (Gomm et al. 2000).

The study area that has been selected is the BGAP. It belongs to the University of Leeds's plant nurseries and is placed next the Oxley Halls of residence in Headingley. The staffs at the project have encouraged their participants to use a patch of ground for growing fruit and veg. There is a reasonably large poly tunnel and use of some of the heated greenhouses for germinating seeds, until it is warm enough to plant them outside (Group's Facebook, 2010 and interview, 2010). In addition, the BGAP aims to exhibit to students and

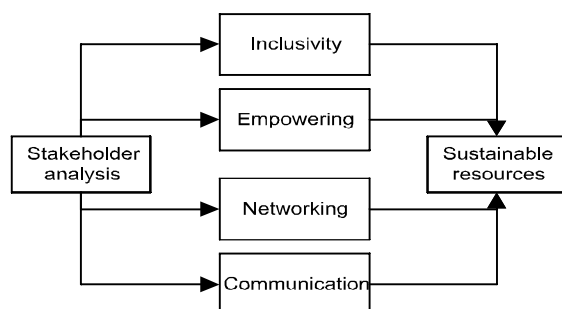


Figure 1: Theoretical framework on Local Community Activities

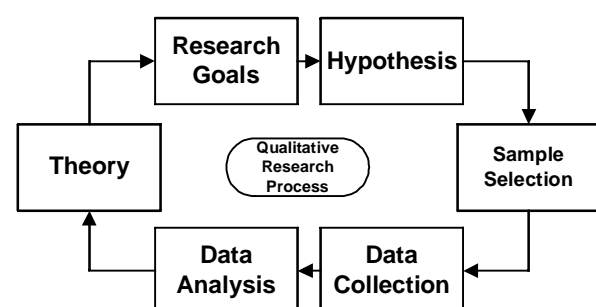


Figure 2: Research Procedures

local people how to cultivate organic fruit and veg as well. The project was established in January 2009 and is coordinated by the LSU volunteering and community office. Currently the project only has a few members and the LSU would really like to find more volunteers so they attempt to campaign and recruit more participants. Therefore, it will be an interesting project that has collaboration between participation of local people and environmental issues.

Two types of data were collected. First of all, secondary data is data that comes from other researchers or other institutions (Denzin 2000). The researcher collected documents, photos and literature which relate to land management, SHA, and historical patterns of landscape change not only in theory but also practice. It is useful to examine the relationship between the changing local social and political relations that lead to how people control land and vegetation and then to elaborate on how the stakeholders communicate with each other (Fairhead and Leach 1996).

The second data that was collected was primary data. It is original data collected by the researchers themselves; this research used semi-structured interview, or interviews with a cross-section of stakeholders to check focus group data. And then it is applied by snow-ball sampling to find the interviewees, whereby individuals from initial stakeholder categories were interviewed, and then they recommended the next respondents. In addition, the respondents of the research were the project manager, the officer, the member of this project and the local people. The chosen respondents attempt to represent the stakeholders involved in the BGAP. This researcher also conducted observation at the same time which is useful to understand the culture and the way of life of the community because Winchester said that people have their own words that can be used to tell us their experiences and attitudes but they may be alert to their social structure and position (Hay 2005).

Therefore, this research has some limitations such as the limited data and respondents, time allocation and representation. Relating to the method, this is not appropriate if the research wants to develop generalisations and also it is limited due to data and respondents. Secondly, time

allocation, as the research has been conducted during the holiday and severe weather affected the data so it was not an ideal time to carry out the research. Thirdly, snow-ball sampling showed some weaknesses such as the respondents have a relation to each other so this could create a bias value and perception in this data (Hay 2005; Reed et al. 2009).

Result and Analysis

There are several issues relating this project that were found during the research. These matters attempt to answer the research questions, find the research objectives and also to understand the main context of these projects relayed through SHA.

Inclusivity will be explained by some approaches that are used to describe the data. First of all, it can be asked, is this organization open or closed? (Express.anu 2010). An open organization relates to the organization that makes it easy to become a member and a closed-organisation is one that is not easy to interact with or become a new member (Express.anu 2010). Secondly, is it a bureaucratic procedural or flexible organization? The bureaucratic organization refers to one that involves a lot of complicated official rules and processes. And then flexible refers to an organization which can adapt its environment and change its rule to synchronise with its environment (Anderson 1999; James 2003).

The project clearly wants to educate people to be aware of organic fruits and vegetables. The officer and member argue that producing knowledge and spreading their value to society means leading by example. Many ideas have been published about planting and consuming organic fruits but this is less effective so the best idea is to exhibit directly and invite people to join in. Relating to this belief, the project is an open organisation and it is easy to participate. It does not care about gender, race, and social political background of the stakeholder.

The participants who engage with the project have different backgrounds and identities. As a member commented "Women are as welcome to get involved as men" (Member Interview,

2010). Besides, there are no fees, no requirements and no procedures if anyone wants to become a member of the program. In other words, the participants just pay with their commitment to join (Officer Interview, 2010). As a result, members are so diverse and heterogeneous. It seems that this project's philosophy is to be open-minded and concerned about participation issues.

Currently, the BGAP are looking for a new leader or a coordinator who can lead, create the program, find the funding and discover more ideas. They advertise on the portal and LSU website. Also, the requirements are quite general and the LUU just posted what the responsibilities and duties are. It is evidence that the BGAP is used to an open organization because they can receive everyone without looking at their background, not only for members but also in recruiting a coordinator.

The BGAP is a flexible and adaptable organisation as well. This is not only because it is a new organization but also due to the commitment of their stakeholders. The stakeholders understand the consequence of being a voluntary organization. The volunteers should adapt to their environment because the main value of voluntary service is to be a willing participant and without being forced.

In terms of empowering issues, there are some data that can be sought. The officer says that there are lots of programs on television about healthy lifestyle, and they demonstrate to people how to plant organic vegetables, how they grow lots of fruit as an example (Officer, Interview, 2010). Nevertheless, it is quite difficult to educate people from television so the best way is show them directly (Picture 1). Therefore, the BGAP is useful as it encourages people to grow vegetables, which they may not have had a chance to do before. It provides the chance to learn new skills, make new friends, and learn about the importance of organic and locally produced food. It also uses land in a productive way, and will hopefully in future provide a source of local food for the university. In addition, this program offers support to marginal society, such as women and children. While opportunities for children to get involved have yet to be implemented, discussions on having some events for the local school children to

attend the site to get involved in the project are ongoing. It is clear that through stakeholder consent marginal society can get involved in the project.

Moreover, this project contributes to the university community, through providing a new social activity, and a chance to get involved in food growing and also the local community gets additional support for underrepresented groups such as women and children. The project also gives people the opportunity to get involved if they work at the union, and their friends and family too. Although some of the programs are not implemented yet, most of the stakeholders agree to re-design it. They want to create a program in which children can visit this place.

This project has a regular meeting every Wednesday and then they also have another meeting once a month on Saturday. In the meeting, they discussed and evaluated everything that was done last month. And then they will make plans for what the stakeholders want to do and plant next month. The regular meeting is important because it shows that the project has a mechanism where every actor can contribute and share their beliefs and ideas. In addition, every student, staff member and people who are interested in this program can join and be present at the meeting. It seems that the project recognizes stakeholder legitimacy is most valuable for sustainability in this program.

Networking with other organizations can be useful for building contacts and also it can help to spread the project's ideas. Regarding this issue, there are several organizations that are connected, such as LSU, Niels Corfield (organic grower), Green Action Coop, and the NUS (National Union of Students) a voluntary membership organization for students. As a result, there are some activities that have been created and some support that has been received. For example, some of the lettuces they grew last year were put in some burgers at a barbeque at the Terrace at the LUU, and also at the Arch (the bar at LUU). They have also been involved in Unity Day, an event in Hyde Park. For these events they received money and equipment from the NUS, Leeds Life and LUU. Networking is a crucial issue if the organization wants to survive and also expand their idea.

Communication model

The style of communication is divided into two parts, informal and formal communication (Griffin 2009; Miller 2005). The informal communication arises from non-formal channels, such as impersonal relationships. There are some characteristics of informal communication. It does not come from authority; it is created during personal relationships amongst members of the organisation; it happens at times of personal need. Understanding of informal communication is useful to analyse who the keeper and follower in the organisation are and then it can be used to describe how deep the relationships are between stakeholders. Moreover, the opposite of informal communication is formal communication, which is communication using a channel, such as a meeting. It can be legal or procedural. Understanding of these terms is a good way to analyse how well-managed a project is and then to know who the responsible person in the institution.

During the interview and observation, most of the stakeholders used informal communication. They shared their opinion and also they found the project using informal communication. The information about the project and meeting agenda are spread through informal channels such as Facebook and mobile text message. The member says that he joined because he saw on the group's Facebook page and also on the university Portal (member interview, 2010). Besides, the formal communication is less useful to distribute the information among members. The officer usually uses the weekly (on Wednesday) and monthly meeting (on Saturday) to share any information. On this point, this project has a regular meeting that can be a place where all stakeholders share and get information. The information that has been discussed come from not only from inside stakeholders but also outside stakeholders.

Another analytical perspective on communication issues is about the flow of information. This means a study about where the information comes from and whether it is segregated by top down or bottom up models (Griffin 2006; Littlejohn and Foss 2008). There are two kinds of approach. Firstly is the downward communi-

cation which is the way where the information comes from the organisation leader. Secondly is the upward communication which is the way where the information comes from the organisation members and this model is a relatively participatory model. In this case, the information usually comes from the officer and the union. This assumption is supported by a member who said "I think one of the things is that information is coming in on this issue originally from the officer" (member interview, 2010). Therefore, it is clear that downward flow information is dominant in this organization/project. In addition, this project can be looked at completely on the table 3.

Conclusion

Participation is a popular term not only with politics but also for environmental issues and this perspective can be important to develop sustainable resources. The research that has been done is to analyse that perspective using SHA where the research has been conducted on the local community project. During the research on BGAP, the case has shown that participation amongst stakeholders happened smoothly. Using SHA, it is clear that there are several stakeholders involved in this project, such as the LUU, The officer, the members, and the local community. Moreover, the two main stakeholders who affected this project are the LUU and the officer.

In term of the communication model, stakeholders usually use informal communication such as informal meeting. It can be realized because the organisation is a voluntary activity. The information flow is down ward model where the committees share the information to the member actively. The case study has some weaknesses in terms of method and representative issue such as the SHA has been used less to carry out categorisation of stakeholders so the stakeholders cannot be analysed properly. And then the respondents or participants who attended in the interview are too few so it is difficult to create generalisations and analyse deeply. However, this research attempts to develop some indicators that can be useful for future research on sustainability on a community project using SHA.

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